



- DRAFT -

Employee Development Center

Employee Development Center “Sketch”

As of January 25, 2001



- DRAFT -

Employee Development Center

To support the growth and development of its employees, SFA is creating an Employee Development Center (EDC) that...

- Offers employees a central location to access information and resources for learning and career development
- Provides easy and ongoing access to services in:
 - Career counseling and placement
 - Transition counseling
 - Professional development
- Enables employees to take full advantage of the career opportunities created by SFA's ongoing transformation



- DRAFT -

Employee Development Center

The EDC is envisioned as a “center” of activity that will provide a broad array of services intended to foster professional growth of all SFA employees.

The EDC will become a visible symbol of the new SFA by modeling the four service standards:

Worthy of Trust

A place where all employees will be safe to imagine new and more effective ways of doing their jobs and advancing their careers and obtain help they can rely on

Be Courteous

A place that is situated to promote accessibility and confidentiality and where everyone is treated courteously and with respect

Deliver Great Products & Services

A place where services offered will meet the unique needs of each SFA employee, and will be delivered by responsible, skilled professionals

Be Efficient

A place where unit costs are well managed through the use of volunteers, experts, of technology.



- DRAFT -

Employee Development Center

The EDC will focus on several customer groups:

Internal Customers

SFA Employees *

- “Impacted” employees
- Future “impacted” employees
- Job/ promotion seekers
- Employees at large (to sharpen skills)

Managers

- Hiring managers
- Managers of “impacted” employees
- Managers at large (to sharpen skills)

External Customers

Department of Education

- Partner to offer training courses
- Hiring managers
- Customer of services

Other Hiring Organizations

- Operating partners
- Other federal agencies

Organizations interested in EDC services

* The EDC will ensure that services are available to employees both in headquarters and the regions. (See page 9)



- DRAFT -

Employee Development Center

- Critical components of the EDC -

***Employee
Development Center***

Welcome

**Career
Counseling
and
Placement**

**Transition
Counseling**

**Professional
Development**



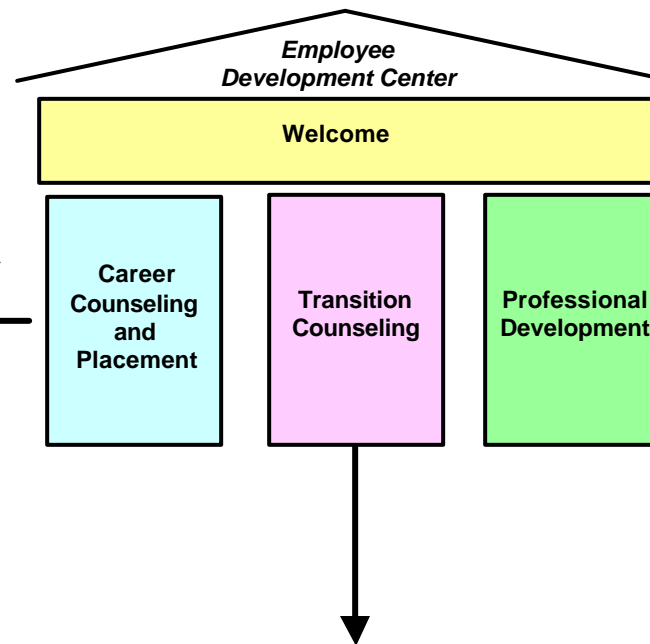
- DRAFT -

Employee Development Center

- Critical Components of the EDC -

Career Counseling

- Provide career management/ career planning guidance to employees
 - Assist with completing skill & interest inventory
 - Offer training in resume writing, interview preparation, networking & other career development skill building
 - Provide guidance in establishing & executing a career management plan
- Work with employees & hiring managers to identify placement opportunities & select those alternatives which match skills and interests
 - Direct employee to appropriate database & other resources
 - Maintain inventory of jobs at SFA & database of available employees in partnership with HR
- Coordinate placement within SFA & other federal agencies



Transition Counseling

- Provide “emotional” support and guidance for employees in transition
- Make EAP referrals to appropriate resources when required
- Help script and coach managers for meetings with “impacted” employees

Welcome

- Oversee day-to-day operations of EDC
- Greet customers as they enter the EDC
- Orient customers to EDC services
- Gain understanding of the needs & wants of EDC customers
- Provide basic guidance to determine appropriate services for customers
- Serve as the EDC advocate

Professional Development

- Serve as broker for acquiring learning solutions
 - Resource for identifying & selecting training options
 - Assist employees in fulfilling courses/learning needs defined in employee’s Individual Development Plan and/or Career Plan
- Create and/or define learning programs
 - Employee & manager training
 - Action learning groups & workshops for target audiences
 - Mentoring programs & shadowing
 - Guidance for tuition reimbursement & credits
- Ensure employees participate in new employee orientation & SFA core curriculum courses



- DRAFT -

Employee Development Center

- EDC Roles/Responsibilities -

Employees

- Own & manage personal career development
- Engage in self assessment
- Express needs
- Adhere to service standards and follow through with career development commitments

General Managers (or designees)

- Communicate business context and transformation impacts on organization units & individuals
- Respond to employees' individual concerns
- Manage expectations & direct employees to available support resources
- Monitor employees' success

EDC Manager

- Manages day-to-day operations of EDC
- Reports status of EDC operations, fiscal performance & performance objectives to SFA University and SFA Human Resources Directors
- Communicates with Management Council on direction of EDC programs
- Communicates with & receive advice from Governing Board in the form of feedback and best practices for improving EDC's ability to meet customer needs
- Works with HR to coordinate career counseling & placement
- Maintains EDC facilities
- Ensures that every employee has an assigned counselor to coordinate services and ensure that overall development needs are fulfilled (will be determined depending upon needs of individual employee)

Welcome

**Career
Counseling
and
Placement**

**Transition
Counseling**

**Professional
Development**



- DRAFT -

Employee Development Center

- EDC Roles/Responsibilities (continued) -

Employee Liaison(s)

(Filled by Counselors on a rotating basis)

- Orient customers to the EDC
- Understand customer needs/wants
- Guide customer to appropriate services

Administrative Assistant

- Greets customers
- Performs clerical support functions
- Maintains data bases
- Coordinates surveys and document customer feedback

Career Counselor(s)

- Assist employee with skills/interest assessment
- Help employee to identify options and to select appropriate course of action
- Provide guidance for developing an individual career plan
- Train employee in job application, resume writing, networking and other techniques of job search

Transition Counselor(s)

- Provide guidance and emotional support for employees in transition
- Refer employees to appropriate EAP resources when needed
- Provide coaching and appropriate scripts for GMs and line managers for communicating with impacted employees

Learning Counselor(s)

- Identify individual employee development needs and recommend appropriate learning solutions
- Coordinate with SFA University to connect employee to appropriate learning solutions
- Facilitate tuition reimbursement & other learning related procedures



- DRAFT -

Employee Development Center

-Initial Delivery of Services to the Regions –

(service delivery vehicles will evolve as needs evolve)

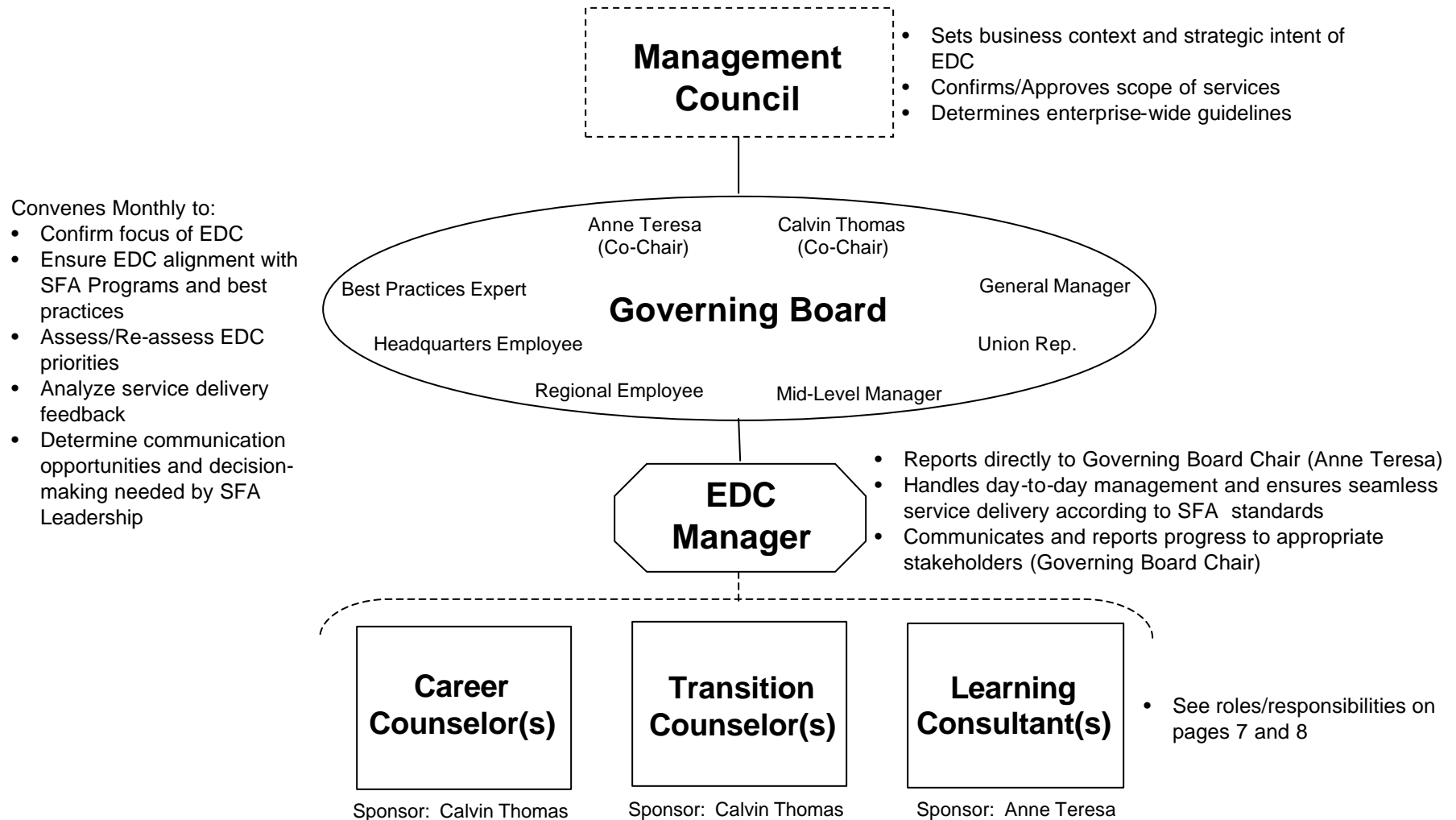
- ☐ “Road Shows” will be held to explain the services available through the EDC and introduce career counselor(s) assigned to that region.
- ☐ All professional development services/opportunities will be available to regional employees as they are today (i.e. Traditions) and the identification of individualized learning opportunities will be accessible through telephone conversations with learning counselors and ultimately through an on-line tool.
- ☐ Transition counseling services:
 - Transition counselors will provide initial services to any/all “impacted” employees on site.
 - Ongoing transition counseling services will be provided over the phone and/or as needs arise, through scheduled routine visits to the regional location.
- ☐ Career counseling and placement services will be provided over the phone and through RCI’s field offices as needed or through routine, scheduled visits to the regional locations.



- DRAFT -

Employee Development Center

- Proposed governance structure for the EDC -





- DRAFT -

Employee Development Center

- Action Steps to begin operation of the EDC -

- ☐ Review EDC concept with Management Council
- ☐ Begin communications according to Communication Plan created with SFA Communications
- ☐ Create, convene and orient EDC Governing Board
- ☐ Create and post job opportunities for the EDC
- ✓ Hire Career Counseling Experts (RCI Contract vehicle in process)
 - ✓ Orient Career Counseling Experts to PBO culture, standards, expectations, etc.
- ✓ Ensure contract in place for Transition Counseling on an as needed basis
 - ✓ Orient Transition counselors to PBO culture, standards, expectations, etc.
- ☐ Orient Learning Consultants on expanded role in the EDC
- ✓ Build out EDC space in Portals

✓ *Efforts underway*

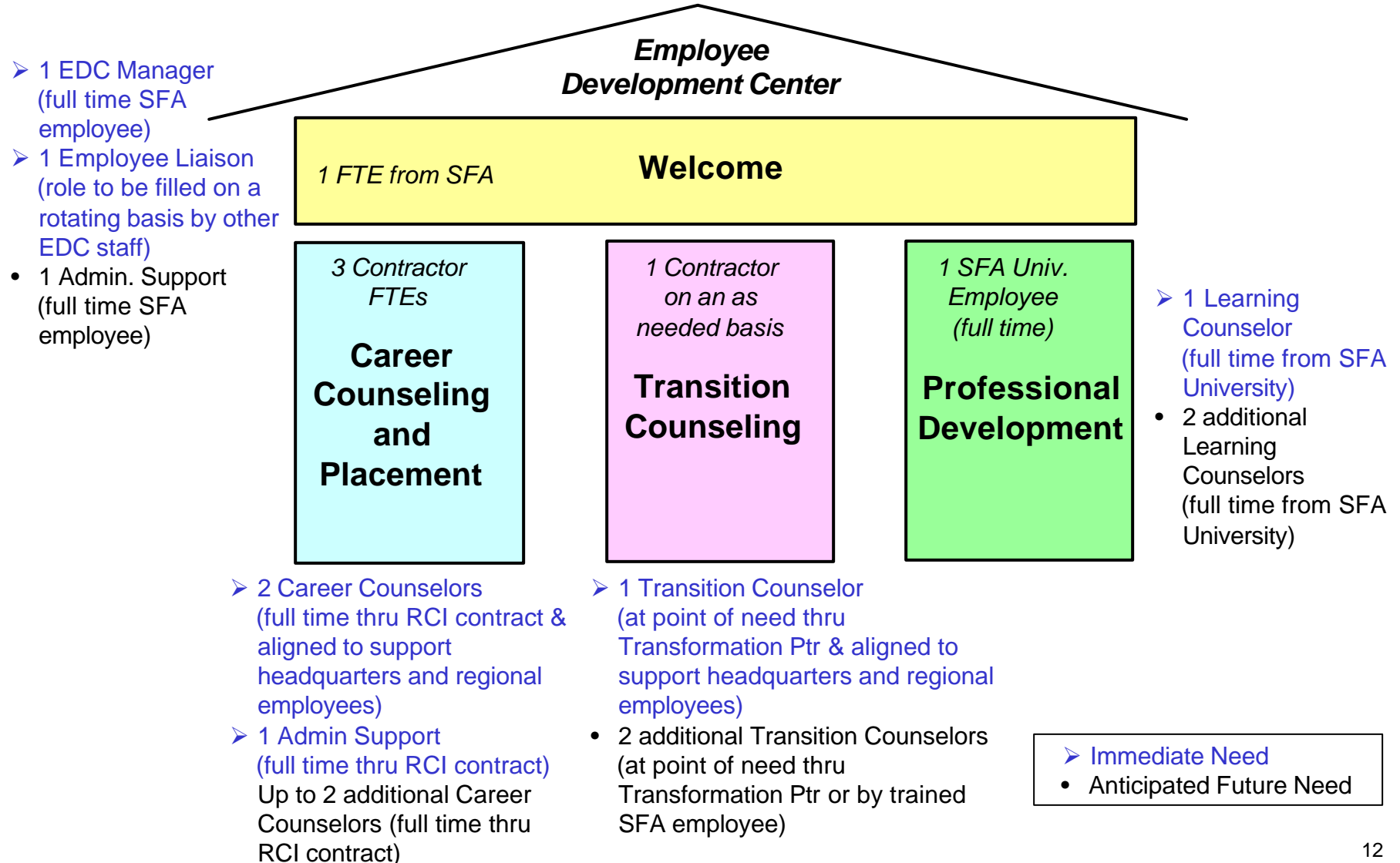


- DRAFT -

Employee Development Center

- Estimated level of effort to run the EDC -

(The level of effort to run the Center will likely evolve as the needs of the customers evolve.)





- DRAFT -

Employee Development Center

-Estimated Cost – Rough Order of Magnitude

- | | |
|---|------------------------------|
| <input type="checkbox"/> Career Counseling
(Contracted to RCI) | ~ \$375,000 / year |
| <input type="checkbox"/> Transition Counseling
(Estimated 20 to 40 hours per month through Transformation Ptr) | ~ \$58,000 - \$115,000/ year |
| <input type="checkbox"/> Professional Development
(Scope of service and level of investment TBD by SFA Univ.) | TBD |
| <input type="checkbox"/> Annual Salary & Benefits for SFA Employees in EDC | TBD |
| ▪ EDC Manager GS-13 | |
| ▪ Admin. Asst. GS-7/9 | |
| ▪ Learning Counselors GS-12/13 | |
| <input type="checkbox"/> Facilities Build Out & Furniture * | ~ \$35,000 |
| *(Estimate not available for other equipment (telephones & computers)) | ??? |



- DRAFT -

Employee Development Center

- Open Questions for Management Discussion-

1. If an employee does not have the skills required to fill open positions **and** is not interested in skill development, outplacement or retirement, what happens?
2. Is there a time limit for the job search loop?
3. Is there a time limit or cost ceiling on the education/development option?
4. What do we want to call the Employee Development Center?

Ideas
proposed by
SFA
Communi-
cations

- ♦ DREAMS (Developmental Resources to Enrich and Mentor Staff)
- ♦ ARC (Advancement Resource Center)
- ♦ Staff Resource and Development Center
- ♦ The Career Center
- ♦ S-U-C-C-E-S-S
- ♦ GOALS (Growth - Opportunity - Advancement - Learning - Skills)



- DRAFT -

Employee Development Center

Appendix

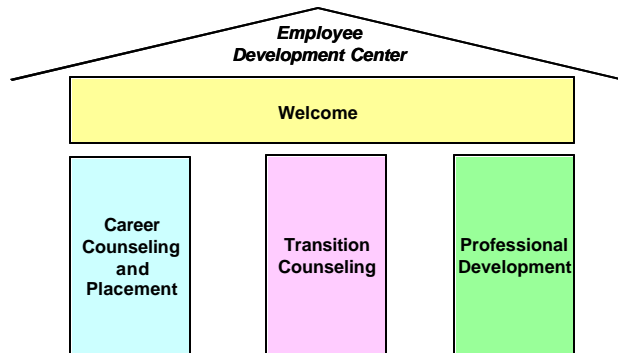
Illustrative Scenario



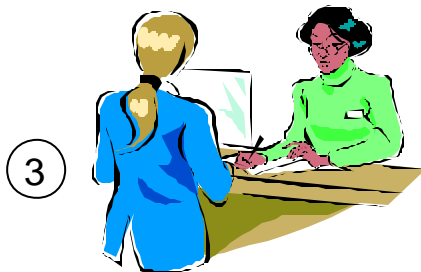
- DRAFT -

Employee Development Center

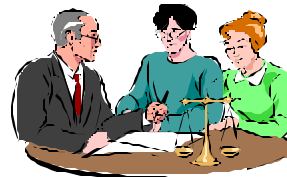
Placement of an Impacted Employee due to reengineering of business processes



The Employee Development Center provides a broad array of services intended to foster professional growth of all SFA employees. An Openhouse celebration to introduce SFA staff to the Employee Development Center has taken place and the staff is encouraged to use the provided services.



3 Jim, the impacted employee goes to the EDC and is greeted by an Employee Liaison who provides an overview of the services that the Center offers as well as an explanation of his options. Jim states that he is interested in remaining with SFA, but is frustrated about the process and uncertain about how to proceed. The Liaison directs him to a transition counselor.



1 Transition counselor and HR Director meet with GM to provide coaching and appropriate scripts for communicating with impacted employees



2 After meeting with the team and explaining the business needs driving the change, the GM meets with individual employees to address their concerns. The GM explains the services that the EDC can provide and that it is the employee's responsibility to make an appointment with the Center.



4 The transition counselor provides a forum for Jim to express his frustrations. The counselor reaffirms the message that Jim is a valuable resource and that it is understandable to feel confusion and perhaps fear about the process. Together they discuss the opportunities that are available and the concept of "right fit". They agree that the next step is to meet with a career counselor.



5 The career counselor gains a better understanding of Jim's career interests and then provides Jim with materials for conducting a skills/interest inventory. With these results, they discuss the positions with in SFA from the job inventory that would be a "right fit." Jim selects several opportunities and together they develop a career management plan.



- DRAFT -

Employee Development Center

Placement of an Impacted Employee due to reengineering of business processes

